

# Using the Performance Management Toolkit

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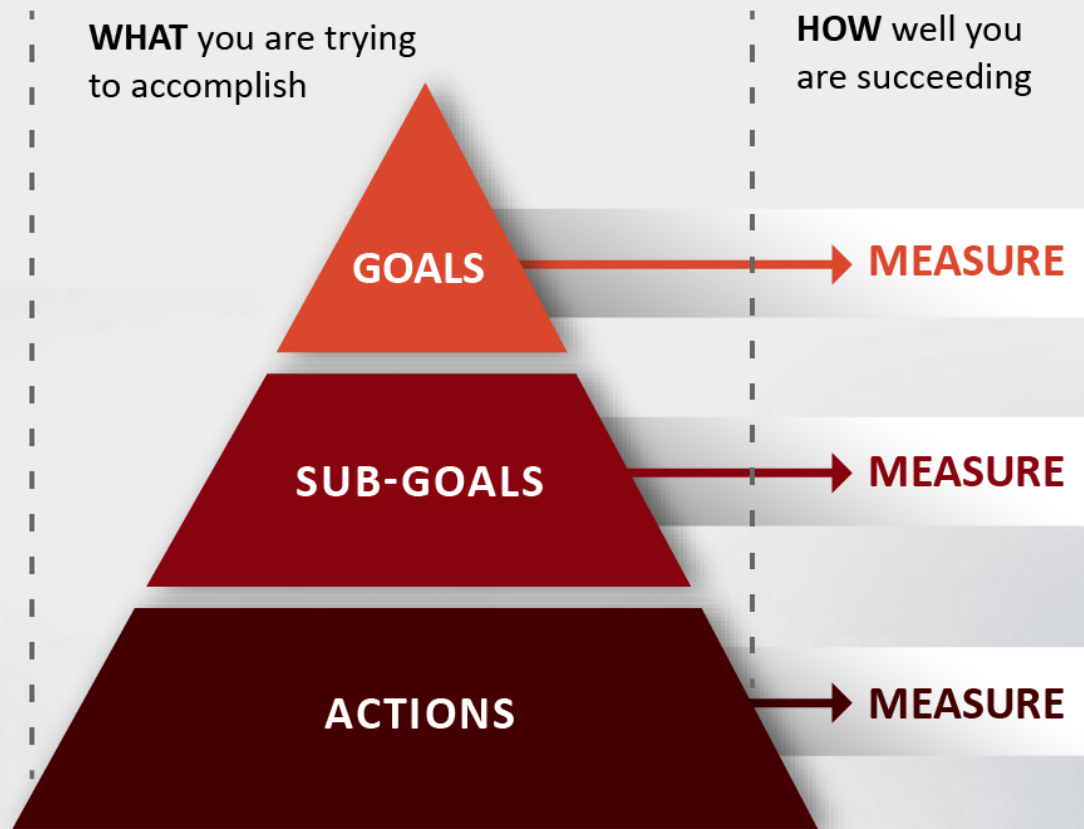
#MassResults



# Performance Management



## Using Goals and Measures to Manage



Its a simple, common sense concept

But it's not so simple to implement

# Many Questions Arise



**People Need to Know**

**That's Where the Toolkit Come In!**

Where do I start?

What are the steps?

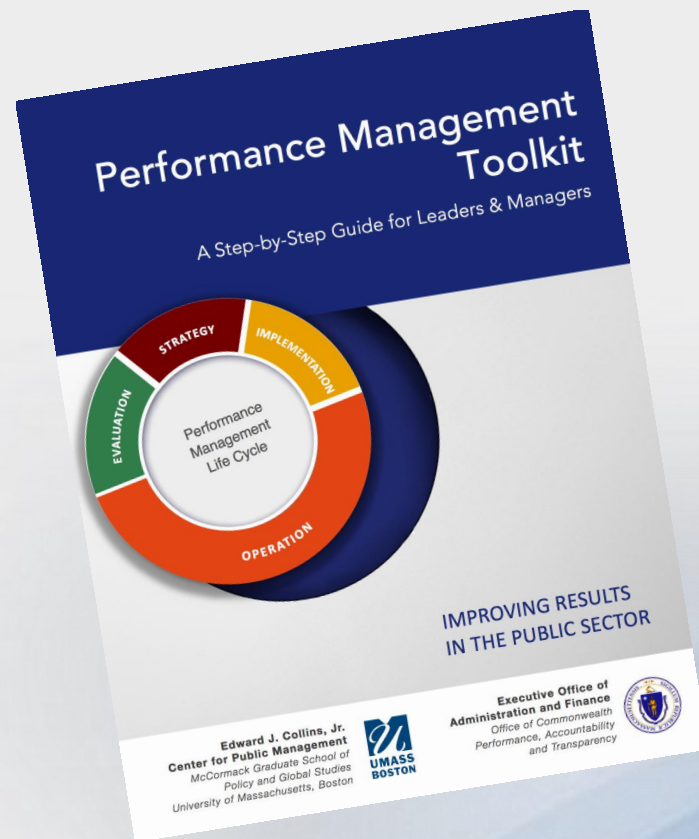
What activities are critical?

How do collect data?

How do I report data?

How do I use data?

What about the culture?



# Purpose of the Toolkit – A Step-by-Step Guide



A comprehensive and structured step-by-step guide providing answers to questions with specifics on:

- How to get started
- What to do, and when to do it
- How to avoid pitfalls
- How to keep implementation on track

Acts as a “force multiplier” minimizing resources needed

Facilitates future cascading of PM to agencies and units

# The Foundation of the Toolkit is the PM Life Cycle



- Four Phases follow a logical progression
- Nine Critical Success Factors (CSFs):
  - Help avoid common pitfalls
  - Increase the likelihood of success





# The Phases Provide Required Steps and Sub-steps



## Strategy Phase

Mission, vision, goals, sub-goals, actions, measures and targets.

## Implementation Phase

Develop PM processes and make decisions.

## Operation Phase

Use goals and measures to manage your organization.

## Evaluation Phase

Periodically revise Strategic Plan and PM program.



# CSFs: How to Increase the Likelihood of Success



Success Is More Likely When	Related Critical Success Factor
Leadership is involved and committed long-term	Leadership
Sufficient resources are available to execute the program	Resources/Staffing
Personnel are trained in how to execute new responsibilities	Training
Personnel understand what is going on, what they can expect and feel they are being listened to	Communication
People feel the program is worth their efforts and those efforts are appreciated	Celebration of Success
People are involved in the development of the program	Participation
Organizational goals and measures are reflected in personnel performance evaluations	Connect to HR
Budgets reflect what is needed to achieve organizational goals and targets, and include consideration of objective evidence about results	Link to Budget
Performance information is easily accessed by the public so they can use it to assess and engage with their government	Public Engagement/ Transparency

# Comprehensive Detail in a Modular Format



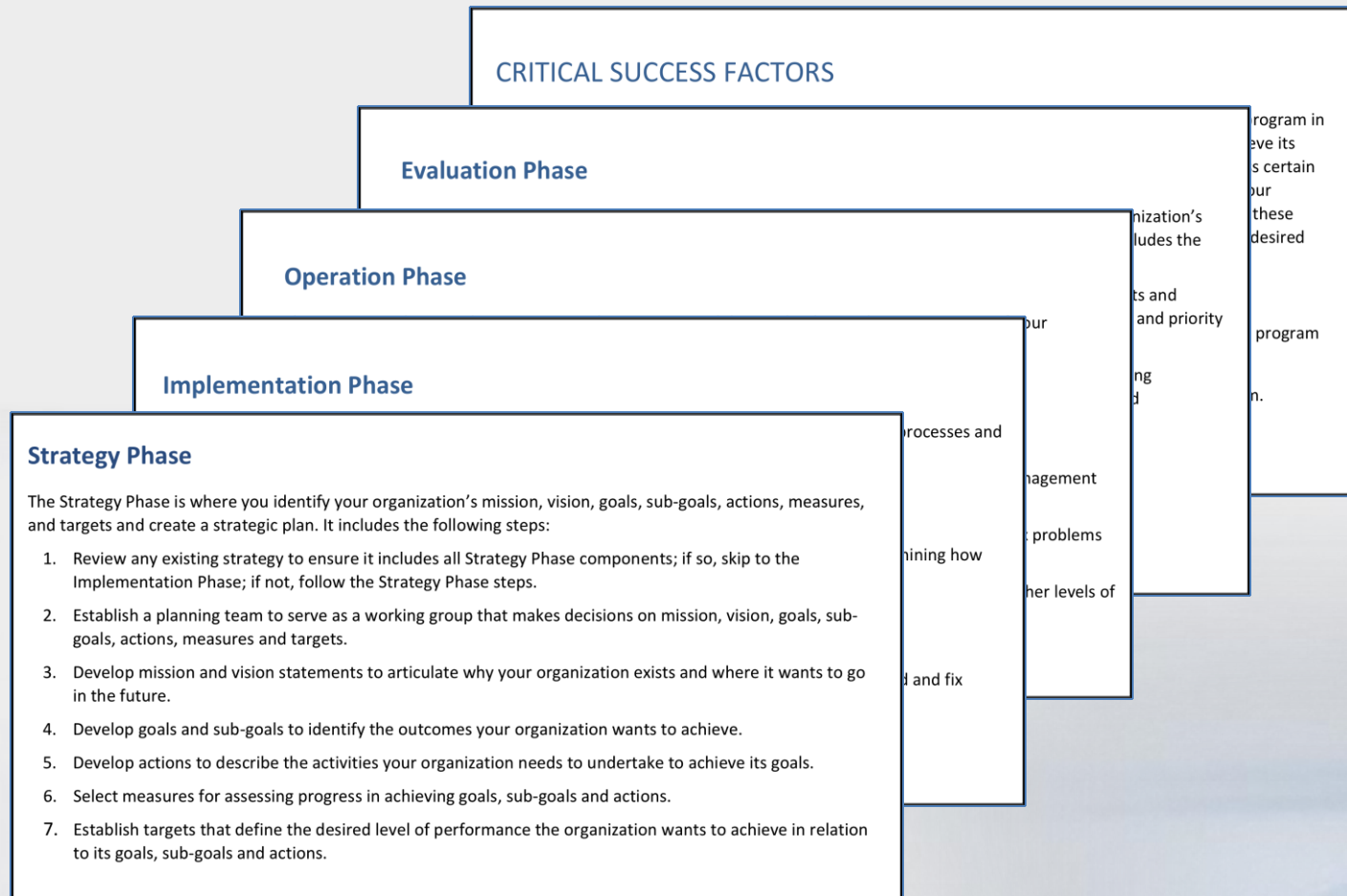
## **“Whatever You Need, However You Need It!”**

The modular format makes the Toolkit useful to a wide range of users:

- You can use it in full detail
- Or to get guidance on just the part you need



# Overview Section Provides Chapter Summaries



# CSF Chapter: What CSFs Are and How They Work



## CSFs Work Because

- Description
- Definitions
- Why they work
- Examples

### **LEADERSHIP CSF**

Sometimes, only leaders can blast through barriers.

### **RESOURCES/STAFFING CSF**

PM is not a project; it's a continuous process that requires continuous support.

### **TRAINING CSF**

Training has the power to change culture.

### **COMMUNICATION CSF**

You need 1,000 times more communication than you first think you do.

### **CELEBRATION OF SUCCESS CSF**

Personal satisfaction is the currency of public service.

### **PARTICIPATION CSF**

People support what they create.

### **CONNECT TO HR CSF**

Connecting to HR promotes achievement of goals and long-term success.

### **LINK TO BUDGET CSF**

If it's in the budget, everyone knows it's real.

### **PUBLIC ENGAGEMENT / TRANSPARENCY CSF**

Greater openness generates greater trust.

# Each Chapter Includes an “At-a-Glance” Section



- Description of Phase
- Concise Definitions of All Steps in the Phase
- Position on the PM Life Cycle

## STRATEGY PHASE AT A GLANCE

The objective of the Strategy Phase is to develop a strategic plan for your organization that includes mission, vision, goals, sub-goals, actions, measures and targets.

The toolkit defines a Strategic Plan as a document that describes: (1) the outcomes your organization wants to achieve, (2) the actions it will take to achieve them, and (3) how it will measure success. Performance measures and targets are essential components of the strategic plan – without them, your organization will not be able to evaluate whether or not it has achieved its desired outcomes. The Strategy Phase forms the foundation for the other phases of the PM Life Cycle as depicted in Figure 2-1.

Strategy Phase steps are summarized below; detailed explanations are provided in the “step-by-step” guide that follows. The steps are:

FIGURE 2-1 PM Life Cycle



1. **Review any existing strategy** to ensure it includes all Strategy Phase components; if so, skip to the Implementation Phase; if not, follow the Strategy Phase steps.
2. **Establish a planning team** to serve as a working group that makes decisions on mission, vision, goals, sub-goals, actions, measures and targets.
3. **Develop mission and vision statements** to articulate why your organization exists and where it wants to go in the future.
4. **Develop goals and sub-goals** to identify the outcomes your organization wants to achieve.
5. **Develop actions** to describe the activities your organization needs to undertake to achieve its goals.
6. **Select measures** for assessing progress in achieving goals, sub-goals and actions.
7. **Establish targets** that define the desired level of performance the organization wants to achieve in relation to its goals, sub-goals and actions.

# Phase Chapters Provide Step-by-Step Guidance



- Narrative explanations
- Detailed sub-steps for each step
- Graphical depictions

The dashboard example below, Figure 3-3, uses similar terminology with slightly different formatting.

FIGURE 3-3 Dashboard Example

● On Target ▼ Close To Target ■ Off Target

GOAL	MEASURE	CURRENT PERIOD	PRIOR PERIOD	TREND	TARGET	STATUS	COMMENTS
Reduce wait times for processing registration and license applications	Number of online transactions	3,199,970	2,662,230	Improving	10% increase	●	Positive social media campaign
	Statewide average branch wait times (minutes)	27.2	25.0	Getting Worse	< 15 Minutes	■	Temporary closure of two branches
	Statewide average call center wait times (minutes)	11.6	11.4	No Change	< 10 Minutes	▼	Training for call center operators initiated
	# of licenses rejected for medical reasons	673	664	No Change	NA	NA	No target has been set - not in Division control
	# of transactions conducted by industry partners	975,548	872,243	Improving	Increase	●	program

Links to multiple examples of dashboards and performance reports using various formats can be found in Appendix B to the Toolkit below.

## Data Reporting Standards and Formats Sub-Steps

This step includes the following sub-steps:

1. Establish standards on how and when you will assess performance in dashboards and performance reports.
2. Determine dashboard and performance report formats.
3. Determine categories for dashboard display.
4. Determine schedule for dashboards (e.g., updated quarterly) and performance reports (e.g., released once a year).
5. Document your standards and formats (e.g., in dashboard and performance report templates) and ensure that they are consistently used throughout your organization.

# Phase Chapters Detail Activities that Address CSFs



Activities & examples,  
by CSF by Phase

## CSFs Work Because

- Narrative overview
- Details on how to address each CSF
- Examples

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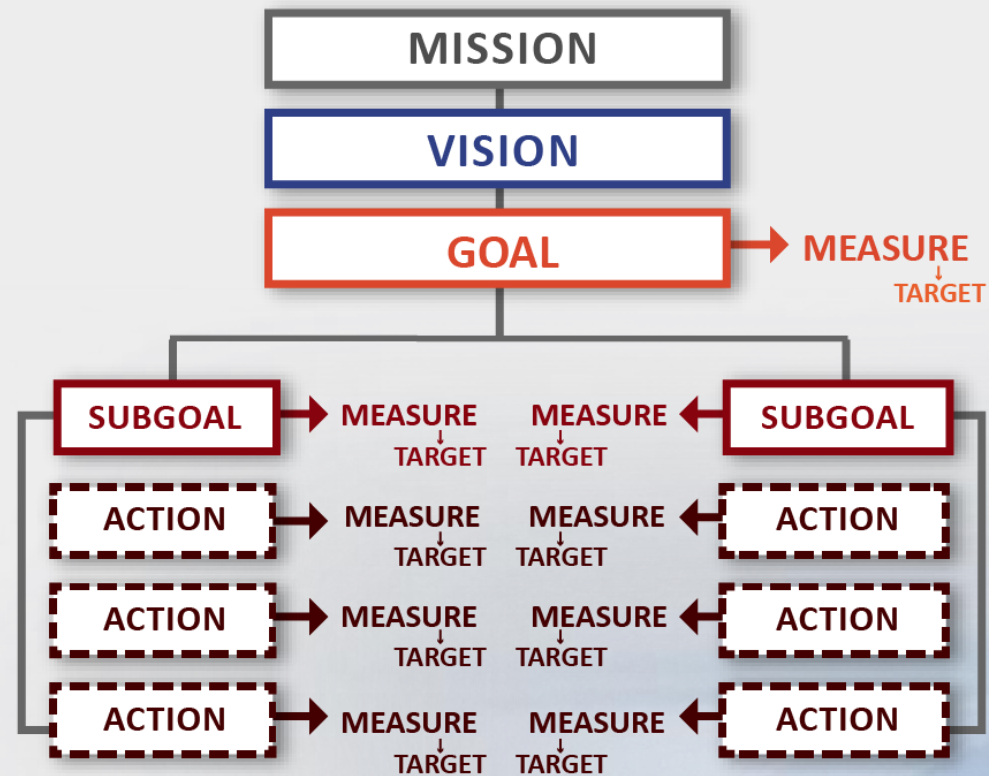
# Strategy: Strategic Plan with Measures & Targets



## Strategic Plan Elements

The Strategy Chapter delineates how to develop:

- Mission/Vision
- Goals
- Sub-Goals
- Actions
- Measures
- Targets



# How to Choose Good Goals



## Examples of Good Goals

Reduce violent crime by 20% by the end of 2018

Reduce the time the average driver spends in congested traffic 20% by 2018

Increase state real GDP from \$312 billion in 2012 to \$351 billion by 2015

Reduce transportation-related greenhouse gas emissions

Increase the number of state services available online from 50% to 70%

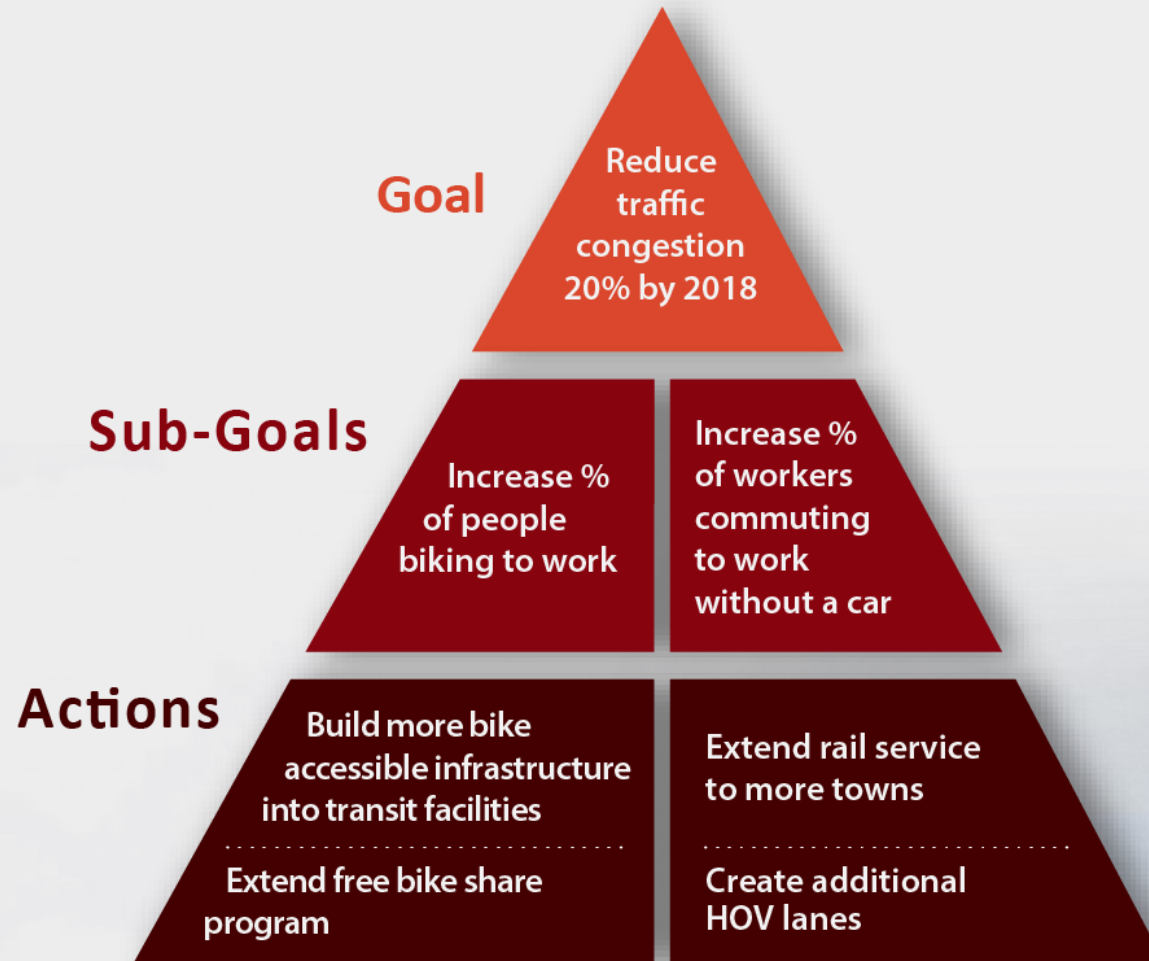
Decrease the percentage of adults reporting fair or poor health from 15% to 14% by 2017

## What Makes Them Good?

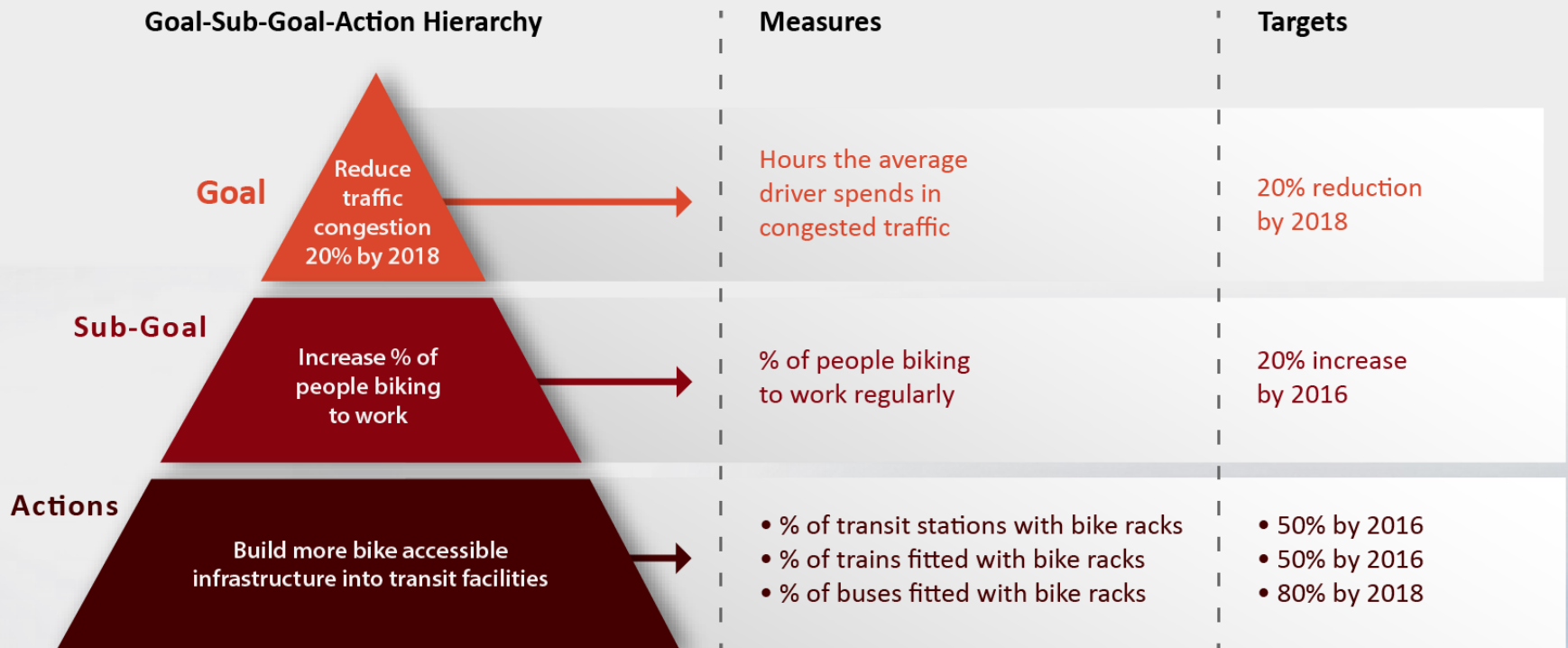
### Checklist for Good Goals

- ✓ Outcome oriented
- ✓ Measurable
- ✓ Specific
- ✓ Time horizon
- ✓ Easy to understand
- ✓ Directional verb

# Descriptions of Goals, Sub-goals & Actions Relationship



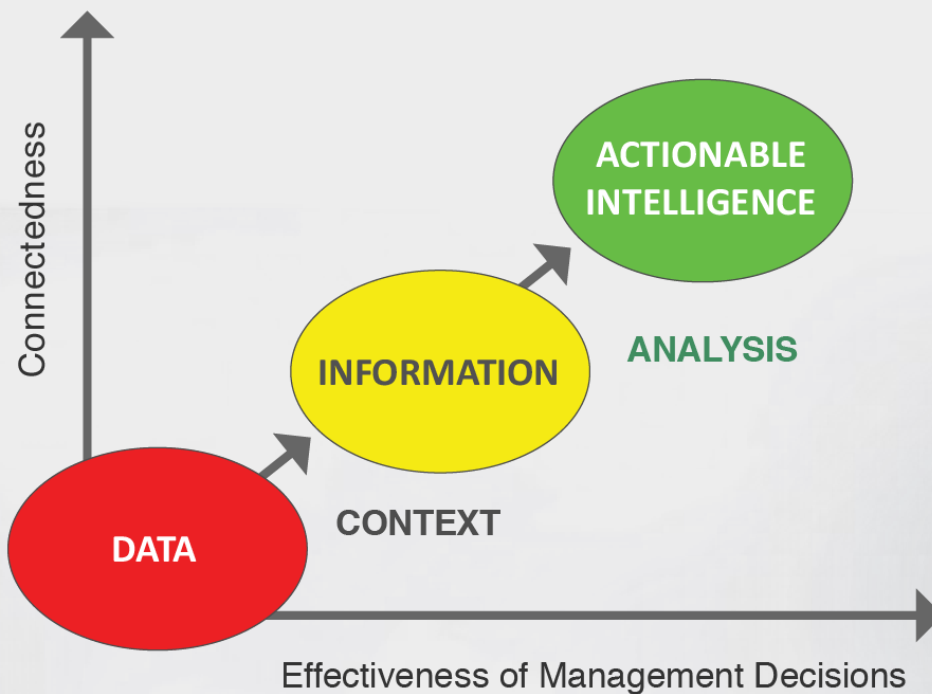
# How to Select Measures and Set Targets



# Steps for Analyzing Data



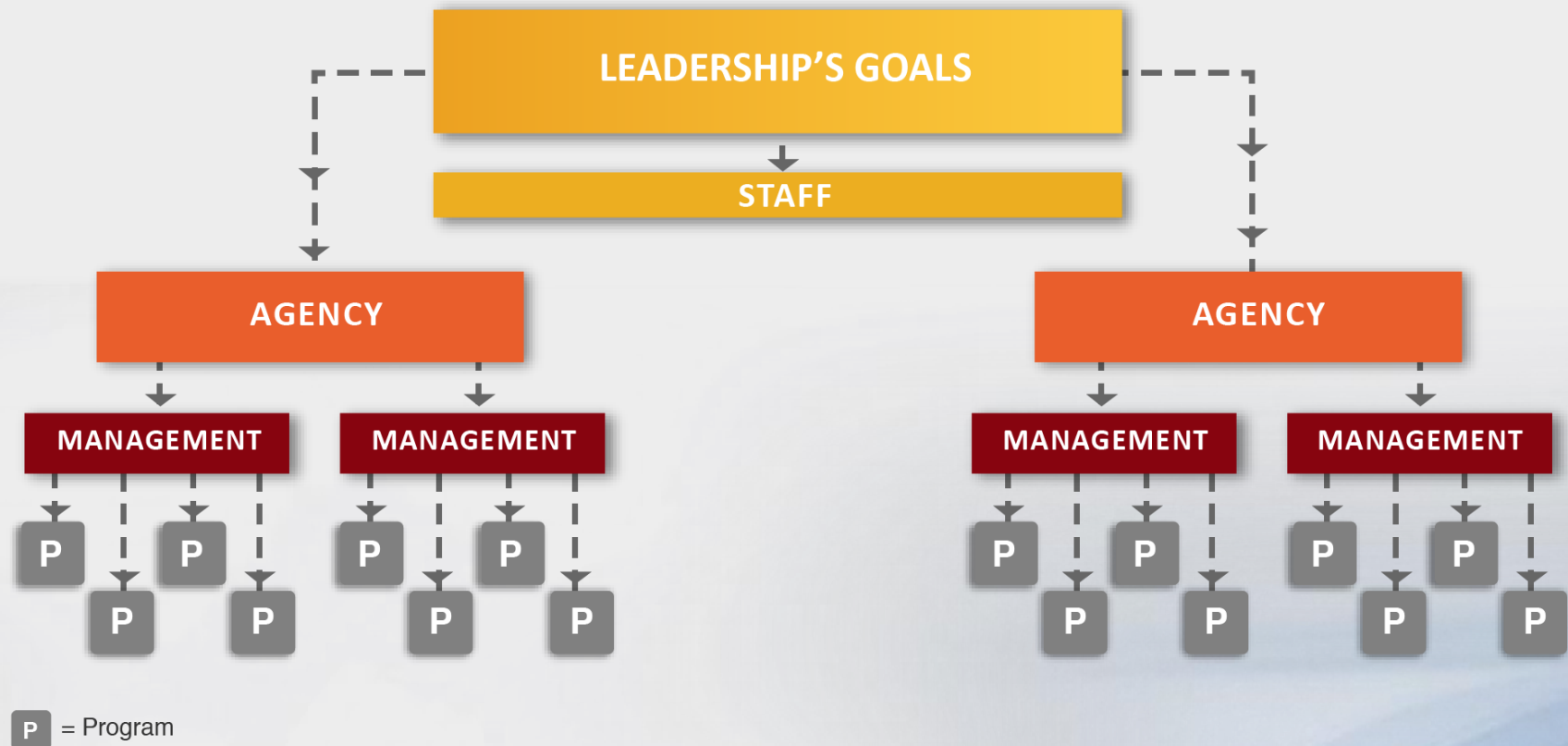
## Converting Data to Actionable Intelligence



- Raw data has little use
- Data with context becomes information
- Information with analysis becomes actionable



# Cascading PM: Aligning Goals From Top to Bottom



# Using Root Cause Analysis to Find and Fix Problems



- The goal is red, because one sub-goal is red
- The sub-goal is red, because one action is red
- Fix the action, achieve the goal



# Accountability Meetings: How to Use Results to Manage



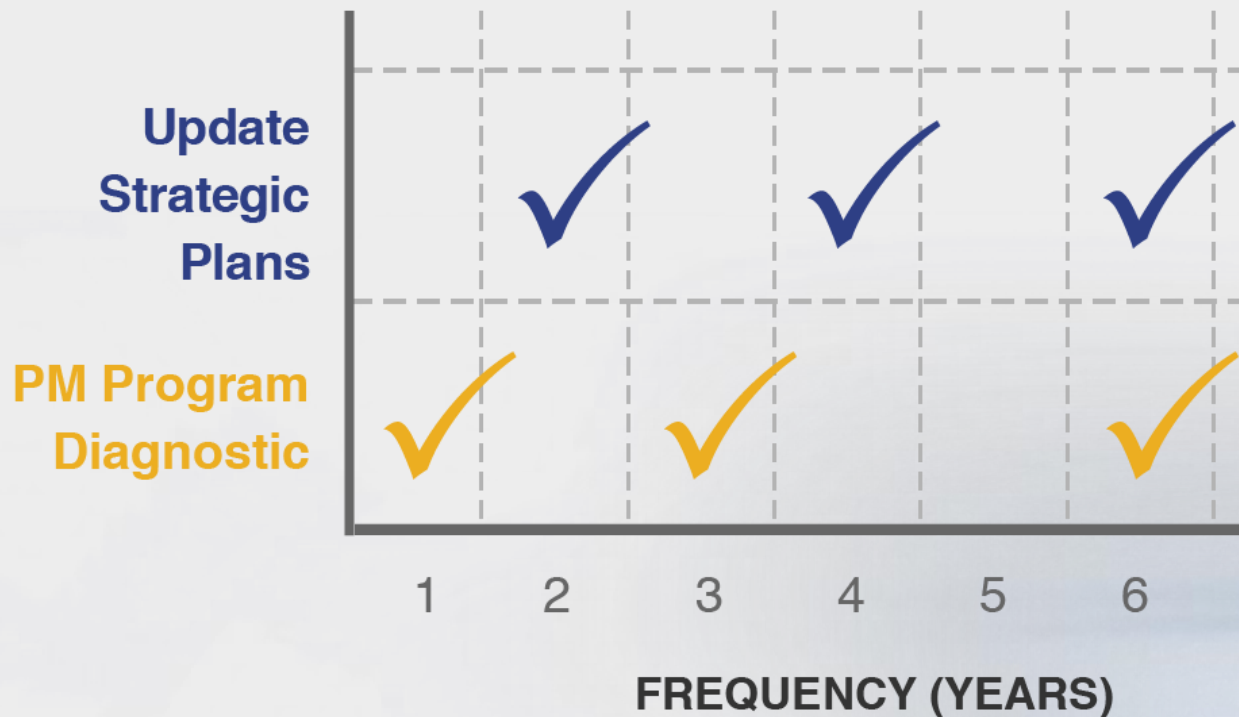
## Using Results to:

- Find and Fix Problems
- Improve performance
- Manage toward achieving goals and targets

# Evaluation: Refreshing Strategic Plan & PM Program



- Periodically Review and Update Strategic Plan
- Periodically Assess and Improve PM Program



# Toolkit Information



The Toolkit will be published on the MassResults and Collins Center websites and can be accessed at the following addresses:

MassResults website: <http://www.mass.gov/informedma/massresults/>

Collins Center website: <http://www.umb.edu/cpm>

To inquire about Toolkit related training, or about assistance in implementing Performance Management using the Toolkit contact Amy Branger at [Amy.Branger@umb.edu](mailto:Amy.Branger@umb.edu)

For questions or additional information about the Toolkit contact Russ Meekins at [russ.meekins@state.us.ma](mailto:russ.meekins@state.us.ma)